



GRAND CONTINENT HOTELS LTD

[Formerly Known As Grand Continent Hotels Private Limited]

Date: 29.05.2026

To,
The Manager- Listing Department,
National Stock Exchange of India Limited,
Exchange Plaza, Plot No. C/1, Block-G,
Bandra - Kurla Complex,
Bandra (E), Mumbai - 400051

SYMBOL: GCHOTELS

ISIN: INE12E301017

Dear Sir/Madam,

Subject: Transcript of earnings conference call held on Monday, May 25th 2026

Pursuant to Regulations 30 read with Schedule III of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements), Regulations, 2015, please find attached transcript of earnings conference call held on Monday, May 25th, 2026, for investors with respect to Audited Standalone and Consolidated Financial Year for the half year and year ended March 31,2026.

This is for your information, record, and appropriate dissemination.

Thanking You,

FOR, GRAND CONTINENT HOTELS LIMITED
(Formerly Known as Grand Continent Hotels Private Limited)

UMA JHAWAR
COMPANT SECRETARY AND COMPLIANCE OFFICER



Grand Continent Hotels Limited
H2 FY26 & FY26 Earnings Conference Call

25th May 2026



MANAGEMENT: MR. RAMESH SIVA – MANAGING DIRECTOR – GRAND CONTINENT HOTELS LIMITED

SATISH AGRAHAR: – CHIEF FINANCIAL OFFICER – GRAND CONTINENT HOTELS LIMITED

MR. ABHIJEET SHRIVASTAVA – CHIEF OPERATING OFFICER – GRAND CONTINENT HOTELS LIMITED

HOST: MS. VAISHNAVI VAITY – AKMIL STRATEGIC ADVISORS

Vaishnavi Vaity: So, let's start. Good morning, everyone, and thank you. I'm Vaishnavi Vaity on behalf of AKMIL Strategic Advisors. I welcome you all to the H2 FY26 and FY26 earnings conference call of Grand Continent Hotels Limited. Today, we are joined by Mr. Ramesh Shiva, Managing Director, Satish Agrahar, Chief Financial Officer and Mr. Abhijeet Shrivastava, Chief Operating Officer. I welcome you all. So, with this now, I would like to hand over this call to Ramesh Sir to introduce us further. Over to you, sir. Thank you.

Ramesh Shiva: Thank you, Vaishnavi. Thank you for the introduction. Good morning, everyone and thank you for joining us for the Grand Continent Hotels Limited H2 and FY26 earnings call. I'm Ramesh Shiva, Managing Director, Grand Continent Hotels and I have with me today, Satish Agrahar, who's on my left, who's the CFO for the group, and I have Mr. Abhijeet on my right, our Chief Operating Officers, along with the members of our senior leadership team. On behalf of Board of Management, I extend a very warm welcome to all our shareholders, institutional investors, analysts, lenders, and business partners. FY26 has been a transformational and a defining year for Grand Continent Hotels. It has been characterised by accelerated scale, expansion, successful international market entry, portfolio diversification, and continued strengthening of our operational.

Vaishnavi Vaity: Yes, no, no worries, we can start now.

Ramesh Shiva: Yeah. We can start now.

Vaishnavi Vaity: Yes.

Ramesh Shiva: Yeah. Good morning, everyone. I sincerely apologise for the delay in start of this, though we started at the right time because of some electricity issues here within this in this property, so we had to, you know, get into the gen set mode. Now I don't think we'll have any further disturbance into it. I apologise to it and let's start with the presentation. I, right now, good morning, everyone. And thank you for joining us for the Grand Continental Hotels Limited H2 and FY26 earnings call. I'm Ramesh Shiva, Managing Director of Grand Continent Hotels Limited, and with me is joined by Mr Satish Agrahar, who is to my left-hand side, who is the Chief Financial Officer, and I have Mr Abhijeet on my right-hand side, who is the Chief Operating Officer of Grand Continent Hotels Limited. On behalf of Board and Management, I extend a very warm welcome to all our shareholders, institutional investors, analysts, lenders, and business partners. FY26 has been a transformational and a defining year for Grand Continent Hotels Limited. It has been characterised by accelerated scale expansions, successful international market entry, portfolio diversification, and continuous strength of our operational platform. As of May 2026, our portfolio has expanded into 31 hotels with over 1,850 keys, compared to 20 properties and 956 keys last year into FY 2025. The growth reflects our strong execution, capabilities and our ability to scale efficiently while maintaining operational discipline.

During the year, the operations have started in key properties across Chennai, Hyderabad, Dwarka, Bangalore, Gurgaon, and Udaipur. Our entry into the premier and luxury segment, which was our 25th property, was with Udaipur, marked an important milestone for Grand Continent Hotels Limited. Our defining highlight of FY 2026 has been our international expansion. We started our operations, our first operations in US portfolio for lease-led model with three hotels and 367 keys under the globally recognised brands such as Holiday Inn, Comfort and Suites, and Ramada. Encouragingly, our US operations have already demonstrated strong profitability despite a short operating tenure, supported by favourable commercial structures and efficient executions. This marks the early stage of our evolution into globally diversified hospitality platform. In addition, we have built a very strong pipeline with signings across Varanasi, Ayodhya, Somnath, Jaipur, Chennai ECR, one more in Gurgaon, Bangalore, and Rameshwaram, most of which are expected to go live in the year 2026-27. This gives us strong visibility as our commitment was always that we move towards our goal of 3,000 keys by the year FY 2028.

Operationally, India business continued to perform well with occupancy at 68% and an average room rent of rupees 3,960. Our mature, our mature business hotels remains the primary drivers of profitability, while leisure and new properties are stabilising in line with expectations. When we have a small comparison between the occupancy and the ARR of FY25 and FY26, and in the last year FY25, we were at 61% of an occupancy and an ARR of round about 3750. Whereas this year we have increased the occupancy to 68% and we have closed, we are almost touching 4000 rupees ARR across all the hotels, which is very highly appreciable.

Coming to the financial performance in H2FY 2026, has been one of our strongest periods in our history. The revenue stood at 84.83 crore, up by 108% year on year, with 52% subsequently. Adjusted EBITDA was around 21.48 crore, up by 136% year on year. Profit after tax grew 129% year on year to 10.10 crore. So these were remarkable achievement by Grand Continent Hotels. For the entire year of 2026, revenue stood at 140.54 crore, up by 94% over FY 2025. Adjusted EBITDA was 27.96 crore and PAT stood at 1.41 crore, while India margins are temporary impact due to GST input credit changes in September 2025. The underlying business performance remains strong, and we have already implemented measures to mitigate this impact going forward. Importantly, our mature business hotels delivered EBITDA margins exceeding 28%, reinforcing the strength of our operating and profit and portfolio mix. We also made significant progress in strengthening our organisational capacities with enhanced leadership across operations, finance, procurement, compliance, and human resources, ensuring we are very, very well prepared for the next phase of growth.

Looking ahead, the hospitality outlook remains highly positive, driven by strong domestic travel demand raising spiritual tourism and increasing presentation, sorry, increasing penetration of branded hotels across tier 2 and tier 3 cities.

So I would like to emphasise a few more things here. When we compare the last year, FY25 and FY26, there has been a very big growth for our Grand Continent Hotels, not only in not only in the revenue part of it, but when we were having just 19 hotels and close to around about 956 keys when we started with the FY 2025 April 1st, we had grown from 19 hotels to 31 hotels. So to have that done, we had to build up a very good corporate governance. In order to get that corporate governance, we had recruited the best of the people in the industry to our company to handle this, to ensure that there is a smooth and a very, very, very good flow into the operations model, which is very, very important. We, I always believe in one thing, that you know, the strength of Grand Continent always lies into the basic service model, which is very, very important. We don't want to get, we don't want to get overexposed at the same time. We also wanted to ensure that we have a stable growth for us, which we can stabilise and ensure that all our guests is taken care well and we have met with the repeated guests, which is our success and which has been a success throughout our growth in the last 14-15 years in the career of Grand Continent.

Moreover, in the year 2025, we had an average occupancy of round about 61 because we have 61% because we had a lot of hotels opening. But when you compare it, we have increased from 61 to 68% and every day we are looking at increasing it and we are putting in all our efforts to ensure that we reach the target of roundabout 72 to 73%, which is very, very important for us. The other part is our ARR, which was roundabout 3,700 plus, we have increased it close to roundabout 8 to 10%, which is approximately 4,000 today and we also have a scope of increasing it a little bit further.

So where are the places where we really have to improve upon today is we as strong, we are very good and we are very strong in the corporate segment and we would like to continue our growth more into the corporate hotels. But yes, we have right now, a handful of hotels which is in the leisure and the pilgrimage section. We all should understand one thing. Corporate hotels and leisure hotels are totally different. Corporate hotels just take around about two to three months to stabilize, but leisure hotels take a little more, much more time than the corporate hotels. But being a group like Grand Continent, we would like to have all these in a mixture of leisure, pilgrimage and corporate hotels into a segment where, as I have already told before, it will be 60 to 65% of our group hotels will be a corporate hotel, 20 to 25% will be going to be a pilgrimage centre and 10, 10% would be a leisure destinations. Leisure hotels, though it will takes a little time to settle down, but I'm very sure when it gives us the profitability, the profits will be much, much more than what we get into the corporate segment. But the time taken to stabilise will take a little more time, but I'm sure in the days to come, we are sure that we will be able to cover it.

When we started with, when we started with a very low PAT in FY 2026 September, we were a little worried about what is the reason and when did we get into it. We started analysing though the reasons we had already mentioned that we would still, we wanted to expand the corporate office, we wanted to expand the corporate governance, we wanted to ensure that all the systems

and processes are in place. We should understand that the systems and processes and implementation of this takes a little bit, it's costly, so we'll have to invest in it. But we said that yes, let's get into it because we are not looking at 15-20 hotels as a portfolio, but we are looking at 50 hotels by 2028 and 3,000 to 3,500 keys. To handle that type of a magnitude of a business, I should have the right team, right corporate governance, the right systems, and right processes. To have that done, we ensure that we built in across everything in the first half of the 2025. That's why there was an impact in the first half of 2025. But going forward, in 2026, from value of PAT was round about 2.4 crores, we brought it down and we pinned it across to 1.4 crores. And that was also a very good growth in the, what do you say, in the capital growth also, which is very, very important.

So we also ensure that we opened up hotels phase wise. We didn't want to open up the hotels all at one point of a time. We ensured that we open the hotels in the phase wise so that everything goes well and there is not been overlapping of every hotels and there will not be a pressure on the operations to perform also. So these were some things which were very, very clear and we wanted to go ahead with that. But when we were planned and we had planned everything as the way we wanted to, we are, we were not satisfied with that 12.4 crore PAT. Actually, if you ask me, the operational PAT is 17.5 to 18 crores PAT, but unfortunately we had the GST impact which had, which has, you know, directly hit the bottom line for me, which was approximately 5.4 crores, which hit the bottom line of the PAT for me. So that impact we had to take it up because we had no other options and as you know that all the models of business what you do is under a lease model and all the lease rentals have got an 18% GST whereas we used to charge the guest 12% of GST but because of the input output credit, we could match that. Now the GST is revived to 5% and that 5%, we are not able to take the input tax. So because of it, your output tax and the rental still remains at 18%, but what we collect from our customers is 5%, which we are not which we are not able to match it across. So this was a big impact for the entire company, and we what we started now working on how to stabilise this in the next year forward, how do we go forward about this. So to have that done, there were a few things which are taken into considerations. We have started revising our room rentals by 8 to 10 percent. We have already started increasing it, which we are going to increase it a little bit more demanding based on the demand of the property point number one. We are in discussion with the new hotel owners, whether we can go in for a revenue share rather than going in for a lease model, which can avoid this 18% of the GST. And third thing, Grand Continent is also looking out to expand not only on a lease model, but also into a management model, which we are now started working on doing.

So to have a management model, the most important thing is we should have a very strong sales team to ensure that we are able to fill up the hotels as we keep growing. So today, from a strength of six to seven people on a sales team, today we have headed by a very senior gentleman by name Ankit Upreti, who has taken over as the head of sales India. And we have right now 16 to 17 people in this entire sales force in India. We have started our regional sales office in Ahmedabad. We have started in Delhi, Bombay, and now we are also expanding the same thing

in Bangalore, Chennai, and Hyderabad, which are the most important centres. And we have also and we have also realised that now we are working on the importance of joining the dots of all the hotels. So guest who stays at Grand Continent Chennai will, we ensure that he stays at the Grand Continent in Gurgaon or in Udaipur or wherever he travels. So we have also, this year, we are going to focus more on the marketing part of our company to ensure that we have the brand visibility well versed with the guests who are coming down inside and ensure that this brand has got a connection. You know, that people should recollect that they are staying in a hotel and they can have this same grand continent available in the different cities or states wherever they travel to. And to add in a word of GCH US, yes, I would happily and proudly say that we have launched GCH in US. We have opened the property. There are three of these properties in three parts of USA, one in the state of Missouri, one in the state of Iowa and one in the state of Nebraska. All these three properties, we have not rebranded them as Grand Continent. They are all having a franchisee which is already existing under different international brands like Holiday Inn and one with Comfort and Suites and one with Ramada. All these properties are still going to be franchised with them for the next two, three years. It is going to be managed by Grand Continent, and we have a very strong team. We have Mr. Sunil Mathur, an advisor to us, and now who's taking care of the entire operation. And he was a very, very senior gentleman in the hotel industry and who was with us as a CEO before he moved on to US right now and taking care of the operations there. We have a very strong team and management team there which is operating right now. Yes, as far as US market or any other international market is concerned, we are not going to increase the number of hotels as such. We have just taken these three properties, we are analysing it, we are studying it. We wanted to at least have one season of it, one H1 going through, seeing the profitability and seeing how far we can, how far we can stabilise it and then based on those results, we are going to increase it. That also at this point of a time, our concentration is going to be only on Indian market and we are going to emphasise more into it as US markets are going to remain with three hotels as of now. Next year, let us see the results based on good results and if this viability and sustainability are good and if you are able to manage it well, then we might look in increasing in US.

But with Indian hotels, yes, we have an expansion. We have round about 8 hotels coming up in the next four, five months, which we are planning to open one after the other. And by 2028, we are planning with another 7, 8 hotels. The target of 3000 to 3,500 keys by 2028 March and having 50 hotels is the target what Grand Continent is looking at. We will also ensure that we are not only going to be good in the top line. The entire concentration of the operational team is now concentrating only on the bottom line to ensure that we live up to the standards of the investors and give the returns to them, which is our most important priority. I've been very, very, very clear from the day one. For me today, what I am is only because of my investors who are sitting in front of me or listening to me today. And I will ensure that I will live up to the standards, deliver the maximum what I can, and I'm sure that, you know, we will not let you down at any reason. Though there could be a decline here and there in the PAT, the

only reason for that is going to be because of the growth. We have also planned equivalently on the growth. Because of the growth, there could be a decline here and there on the PAT. But our bottom line will be stronger and become much more stronger as the day goes on. So thank you all. And now I hand over the mic to Mr. Satish to give you a small brief about that a few presentations which he's going to do right now. Thank you.

Vaishnavi Vaity: Thank you, Ramesh sir . We will start with the presentation.

Satish Agrahar: Oh. Can we move the slides to the financials?

Ramesh Shiva: Just have a, we can have a just a minute. We can have a small overview of what is happening across. These are the things which we have told you. We have just given you a small brief about it in my talk. It's at Grand Continent Hotels. This is the slide regarding the hotels about the number of properties, number of keys, what we have on the occupancy percentage and all those things.

Next.

Next slide, please.

Can I have the next slide?

Yeah, okay. Now, these are the presence hotel where we have right now, Bangalore, Gurgaon, Hyderabad, Chennai. I think most of you are aware of it. And about the US properties, I've told you about the three properties. And not to mention, I forgot to mention about the Dubai property. Yes, Dubai has got a hit right now because of the situation in the Gulf. Yet the right now the franchisee is still going on with them, but we are in discussion with the landowners on continuing with that. But if we foresee no improvements in this by this month end or by the beginning of June, then we may have to reverse out of Dubai. Though there has not been any investments from Grand Continent in Dubai, it is only a franchisee model. We are trying to regain it, but now the owners and we are in discussions on thinking on how to take this forward.

Next.

These are the new places where we have already signed the MOU and then we are planning to open up this year in the year 2027. One is in Somnath, Varanasi, Ayodhya. All these three places are going to be more of a pilgrimage centre. Bangalore, Vellore, Chennai and Gurgaon are going to be the corporate sector, which is our whole strength into it and Jaipur is going to be a leisure property. Jaipur, we had signed it one year before, so that's a very good location and a good property there. Since we have already have a presence in Udaipur, I think the Udaipur and Jaipur is a combination where a lot of travel agents would like to have that combination. But when you see the selection of hotels, we don't take any hotel selected in, you know, in different places. We ensure that there is some type of a connectivity. For example, the reason why we took Somnath is because we had a property in Dwarka and the same owners have built up this property in Somnath and they were very happy with the way we operate and manage the properties. So they

have given us the property in Somnath. Varanasi and Rameshwaram are very well connected. Varanasi, Ayodhya and Rameshwaram people travel to Varanasi, Ayodhya and then they travel down to Rameshwaram. So that's combination we still have with them. Chennai, Vellore is combination of these two cities because the same team can operate that, so we'll ensure that Bangalore is a core strength. So we have two hotels which are coming near the airport, which is also a very, very, very, well located. Since we already have one property in Gurgaon and we have an operations team that we always having, we always thought of having a second hotel because the same management team, which is this property can handle that property, which can bring down my cost, which will be very cost effective for me. Jaipur and Udaipur will be a combination so that's one more strength for us. So when we select the hotels, we are very, I'm very, very particular that we should have a combination of one or two hotels around by because the cost of operations should come down for me. That's the reason we take up properties which are very, very closer or which are affiliated to each other.

Next.

The leadership team? Yes, as I've told you, we have a very, very strong leadership team right now. We, as Mr. Abhijeet and Mr. Satish, will have a talk with you. We have a strong independent director on board. I take this opportunity here to thank both our independent directors who have been a great support to Mr. Swaminathan and Mr. Chandrashekhar, who have been a great support to us. And I'm sure with their guidance, there is no looking back and we are going to move forward. Thank you.

Next.

Management team is headed by Mr. Abhijeet, and Mr. Abhijeet has got a very, very strong experience in the industry. He's got an experience of more than three to four decades in the industry, with in various segments starting from different five-star hotels, and he was heading the entire West End, not, for a very big chain, a very big India-based chain and now he has joined with us six months before he has got into it, stabilised right now. We have started putting the systems and processes right now. Things are falling into place. And I also would like to thank Mr. Satish, who is also a hotel background gentleman with a finance background and very, very strong. So he coming on board is a very, very big strength for all of us.

Next.

Yes, now I am going to give this to my CFO, who will give a brief about the performance and revenues.

Yeah, over to you, Mr. Satish.

Satish Agrahar:

On the consolidated financials, as it can be seen between the two halves of last year and this year, this growth is almost double, it can say more than double as well as the PAT also has grown. When we compare the year to year, again, the revenue has been doubled, but as explained by MD, the PAT, the reason being mainly because of that GST input credit. Otherwise, it would

be around 75 to 80% growth in terms of the PAT if we had not this expenditure in serving the financials. So each of the schedules would give us these breakups of what is presented on this page. Later on, we are open to any questions on these. They are self-explanatory from the financials.

Next slide, please.

Ramesh Shiva: Next.

Satish Agrahar: These are the segment-wise presentations.

Ramesh Shiva: Next.

Satish Agrahar: So, as again mentioned, the income statement on the uploaded financials.

And yeah consolidated.

So the consolidated numbers, the total income is 143 CR against last year's 73.23 CR and the profit after tax is 12.4 as against 10.63 of last year, and we have, have we added back that 5.88, we will be around 18 CR, which would be around 75 percent growth in terms of the PAT for the consolidated statement.

Next slide please.

On the balance sheet numbers, it's clearly visible that whatever funds raised through the IPO or through the bank has been invested in the operations and therefore the Capex, our fixed assets has grown in the balance sheet to from 62 crores to 83 crores with the investment in the new hotels and the current ratio almost remains the same. It will improve once the many of the new hotels start yielding results and getting us more profits. The current ratio will improve.

Ramesh Shiva: Okay.

Thank you so much everyone here. Now I would like to go in for the question and answer session. If you have any questions from your end, please feel free to ask us and we will try to justify ourselves and answer whatever maximum we can.

Vaishnavi Vaity: Thank you, sir. Participants, the floor is now open for Q&A session. I request you to raise your hands or drop your questions in the chat box.

Thank you. So we have first question from Mr. Yogansh Jeswani. Mr. Yogansh, you can go ahead and ask the question.

Ramesh Shiva: Yes.
Okay.

Yogansh Jeswani: Hi, am I audible?

- Ramesh Shiva:** Yeah, you're very audible Mr. Yogansh, how are you, good morning.
- Yogansh Jeswani:** Good morning, sir. Thank you for the opportunity. Congratulations to you and your team on a very good recovery in the H2 numbers. It's very heartening to see the performance that you were anticipating finally come down in numbers. So big congratulations to you.
- Ramesh Shiva:** Thank you.
- Yogansh Jeswani:** Sir, like you were mentioning, GST was a bit of a spoil sport for us. So a little more clarity on that. So we have taken almost 5 crore, one of expense write off, like. So is there any more write off expected or are we done with the write off and now only the general pressure which is there will be there?
- Satish Agrahar:** So in terms of the write-off, as of now, the GST provisions remain the same, like we are not entitled to the input credit when we are charging 5%. However, we have taken certain measures within the purview of the law, like we have gone in for specified premises of some of our properties, majority of our properties, wherein we can take the input credit on our F&B business as well as proportionately on the other input credits available. And this has already started showing some impact in the month of April and May. So, we will mitigate this to a certain extent.
- Yogansh Jeswani:** Okay, so you mean to say some bit of pressure continues to be there, we'll gradually reduce it.
- Satish Agrahar:** Yes, so two measures. One is what I mentioned, the other is what MD mentioned regarding moving to a revenue-based or management-based model. Both these will reduce this measure.
- Yogansh Jeswani:** And we will not have to take another bigger write off just like means like, because this difference will continue to be there, right, because of the 5% and 18% gap. So we will accumulate some input credit. So because of that, will we have to take another write off at year end and that is the bigger worry. I understand you will increase the ARR so some bit will be covered in the margins.
- Satish Agrahar:** So, there will be a state of write off. I can't right now tell you what the amount will be, but there will be a variance reduction in this because of the measures taken. As per the law, there will be a reduction.
- Ramesh Shiva:** Mr. Yogansh, here, I would like to take this and add another point to it. I know there has been an impact into it. The quantum of impact has been quite high in the first six months, but going forward, it will automatically keep reducing. We will ensure that it doesn't allow to raise, but we will try to increase that for a few models, like how we have to, what Mr. Satish has told you about the specified premises, where we can take the input on F&B, that's one good thing what can be done.

Second thing, we are slightly increasing on the room rents, you know, by 8 to 10 percent, which will also start giving us a good deal. When the ARR goes high, the impact of it will start coming down.

Third thing is we are looking out for some properties and a management where our investments are not there, but the revenue starts coming that can be handled.

And the fourth thing is the instead of going in for a lease agreement, a few hotels can be shared on a revenue share agreement, then that also could have been a good impact to it. So putting all this put together slowly as the day goes on by this year, this will not be totally zero, but it will be much, much lesser than what it is there. But yes, for sure, in the years to come, it will be written on, but one or two years, that impact will slightly be there but we will reduce it to the maximum. That's why we are here for. We work hard for that. So, you know, within which is within our preview, yes, we can look into it and take decisions immediately. But anything which is related to the government and the norms, as we comply and we are very, very responsible to it, we ensure that we don't, you know, overlook any of these smaller things also. So we ensure that, you know, we will follow this. We will take this impact, but we'll try to put in our solutions to it and get it resolved at the earliest.

Yogansh Jeswani:

Fair enough, sir. I think one interesting thing that you and your team did was to mention this out as a separate line item. So that was helpful for us investors to get a sense that what really hit the margins. And such measures will truly go a long way, you know, in building that trust and transparency with the investors and the management.

Ramesh Shiva:

Yeah.

Yogansh Jeswani:

So, on your US business, I think it did well for us in a very short time, some 2.9 crore we have bought already in Q4. You did mention that there was some rent-free period, but going forward, if you could broadly help us understand for FY27, what kind of numbers are we expecting from this?

Ramesh Shiva:

Yeah see, I will not be able to give you any futuristic numbers, as you are well aware, Mr. Yogansh, but you know the bottom line will be good, bottom line will be strong, and you know the first two months which we started the operation US are in the peak months, you know, usually the season starts from March onwards, February, March onwards, till September, October. The season is really good and numbers will be very good for us. You can expect a very good numbers, though I know there has been, you know, we have given them, you know, they have given a rent-free period for the 45 days that impact was there. But in spite of that, we will be able to do a very good bottom line, even for this particular year. And I'm sure you will have a better clarity on it when we close the H1 and give you a presentation at that time where we actually stand and what type of a profitability we are able to generate out of the US.

Yogansh Jeswani: Yeah, I know sir. One last question if I can squeeze in. So in your presentation in one of the slides wherein we break up the business in corporate and leisure and spiritual in new and mature ones. So it's heartening to see that even our new corporate hotels are inching towards 28% kind of EBITDA margin which really shows your strategy in corporate works absolutely fine. And we are happy that you are opening more corporate hotels and lesser of leisure. So just one question on the spiritual side, sir. Spiritual also is year-round business, but the EBITDA margins are still lower compared to what our expectation would have been. So any specific thoughts on that or why is that happening?

Ramesh Shiva: Actually, Yogansh, your observations is excellent. Thank you. This is some point, you know, pilgrimage centres other than Tirupati, we have just opened up in Dwaraka and Rameshwaram. Rameshwaram just one month old and that has not come. Dwaraka is the next one which we had opened. Dwaraka usually takes them, see what happens in the pilgrimage centre, people who come regularly to the place, they have already stayed in different hotels at different places in Dwaraka. Now is the time when people have realised that there is a new brand called Grand Continent which has entered into it and we are very new to the western and the northern part of it. So it is taking some time for us to get penetrated into the market. Right now we have started getting repeated customers. We have started getting repeated things. So, once our revenue increases, then your bottom line will automatically start increasing. So we are expecting a good amount of a turnover for us in the pilgrimage centres. Dwaraka, yes, though I don't say it is all the 365 days, but 7 to 8 months in a year, it is really good. Three to four months in a year, it is slightly down. But I'm sure that, this year will be really an excellent one for us in Dwaraka. And not only that, so we are now starting a hotel in the next couple of months, we are opening up in Somnath. So these two things would give us a benefit, added benefit to all the travel agencies to give us a lot of groups so that they can place them in both these properties. You will see better results this year. The only reason is since we have been new there, we were not able to penetrate into the market so soon, but we are getting our best to get it done. Whereas our property, a pilgrimage property in Tirupati is doing extremely well with around about 80% occupancy year to date and a good ARR. So we will try to replicate the same thing there in the other pilgrimage destinations, but the time it takes to get penetrated into the pilgrimage destinations and leisure destinations will not be the same like how we have it in the corporate hotels. It will have to be given a little bit more of a breathing time, but once it stabilizes, the bottom line will be much, much stronger than the corporate hotels.

Yogansh Jeswani: Got it, sir. And sir, one just bookkeeping question. So in the same slide, if we look at the breakup of the spiritual mature, so last half year we did 6 crores of sale and 1.2 crore EBITDA. And in full year we have mentioned 13 crores of sale and still 1.2 crore of EBITDA. So is there a mistake in that or was there some loss in the half year that we couldn't increase the EBITDA despite doubling the turnover?

Satish Agrahar: Uh, we let me just check and come back on that.

Yogansh Jeswani: Sure sir.

- Satish Agrahar:** I don't think there is an error, but we'll just check with the for the reason and it can be emailed to us and we'll respond on that.
- Yogansh Jeswani:** Sure, sir. I'll get back in the queue.
- Ramesh Shiva:** Yeah, thank you Yogansh.
- Vaishnavi Vaity:** Before we move forward to the next question, I request all the participants to limit their questions to two each. Thank you. So we'll take next question from Mr. Kaushal Sharma.
Mr. Kaushal, you can unmute yourself and go ahead with the questions.
- Kaushal Sharma:** Hello, yeah, hi, sir, I'm audible.
- Ramesh Shiva:** Yeah, very clear, Mr. Kaushal. Good morning.
- Kaushal Sharma:** So, very good afternoon and congratulations for good set of number.
- Ramesh Shiva:** Thank you so much.
- Kaushal Sharma:** So, my question on you on your current Capex, like, could you please tell me what is the current Capex per key in our business since we are targeting adding 1200 keys in the next two years for our overall target for adding getting 3000 keys by financial twenty-eight? So, how would we fund that growth and what kind of debt-to-equity ratio, are we targeting in next two to three years?
- Ramesh Shiva:** As far as the investments are concerned right now, sir, we have already had for the current hotels which we are planning to open another 8, 9 hotels, we have got already a sanction limit from the bank right now. And we also will have good internal accruals inside. So I'm sure that, you know, we will be able to save through for the next 600 to 700 keys. Going forward for the next year, 2027-28 financial year, 2028 financial years, yes, we might require some funds, but based on the number of hotels we are going to sign up and based on the internal accruals what we are going to have for this current year, based on that, we will plan and raise only debt. We are sure that we are not going to dilute any more sales as of now at this point of time. We are just going to go ahead only with the internal accruals and with the sanction limit as of now. But if needed, be next year based on the current scenarios and seeing the position, we might go in for a little more debt to ensure that we open up the balance keys which is required, which has been committed by us. Otherwise, we are sure that we are not going to dilute any more companies as of now.
- Kaushal Sharma:** And so in terms of numbers, so how are you expecting to go in the debt? And what is the reason?

Ramesh Shiva: Sir you can see that you can see the percentage of our growth, sir. You are not supposed to have any, and as you are very well aware, we are not supposed to give any futuristic growth, but you can see the growth of us, which has happened from 25 to 26. And now most of the properties which has opened in 25 will become much more stable and mature for this year, 2026. So you can then calculate accordingly on the profitability on the bottom line and the top line. We are going to surely give you very good numbers, which I am not, which I cannot comment at this point of a time, but you can expect a very, very, very, very honest and good numbers for you on the bottom and the top lines.

Kaushal Sharma: And, sir, what is the sustainable lease rental as percentage of revenue of the current expansion ramp up at optimum level? So, what is our target in that sense?

Ramesh Shiva: Sir the actually right now, the percentage of the lease rent is wavering around about 27%, but because of the GST impact right now, the GST impact has directly affected the lease rental. That is the place where we have got affected because, you know, today we are paying 18% GST for all the rentals and that amount is directly hitting us on the bottom line. Now it is gone up to around about 30 to 31 percent. Yes, that's it. That's the thing. So how can we can bring it back to 27, 26 percent? As I've told you earlier, these three, four steps of, you know, getting the increasing the revenue, that's a basic thing which we have to concentrate on, tying up with some, you know, instead of going for at lease rent, going in for a room revenue management concept where we can again reduce it on. So all these things, whichever we are trying to get this done, if you are able to implement it, I'm sure that lease rental would come back to 26 to 27 percent. So the bottom line is to increase your revenue and ensure that we are able to have a better year.

Kaushal Sharma: Yeah. And once, sir, this kind of measure would be taken.

Vaishnavi Vaity: Hi, sorry to interrupt. As I mentioned, we'll take only two questions each.

Kaushal Sharma: Sure ma'am, thank you very much for answering my question, sir.

Vaishnavi Vaity: Thank you. So next question is from Mr. Shashank.

Shashank Jha: Thank you for a great number, sir.

Ramesh Shiva: Thank you,.

Shashank Jha: And my only thing here is that I as a customer I am saying, so I think those who are going to leisure, their parents or they themselves will be going to pilgrimage also. So if we can have some better strategy on leisure customers so that we can bond with like what I felt, I was looking for a hotel in Goa. When I searched hotel, Grand Continental did not appear, but I know I just saw a shareholder that it is a great hotel. So I had to go and look for Grand Continental separately. So I think maybe we can advertise a little bit more so that people are aware of it.

- Ramesh Shiva:** Yeah, I think I will have my CEO handle this question.
- Abhijeet Shrivastava:** Hi Mr. Jha, so you are right that we have to be focused on marketing and that is the plan we are having for this financial year. Because with growth, visibility is also important and we are looking into it. Thank you.
- Shashank Jha:** Yeah, great, great. And second thing is that by when we can reach out our historical margin of 30% that we are having today, two years ago.
- Ramesh Shiva:** Yeah, I think we should, we are aiming at it to get it at the earliest. Because of these few impacts and other things, we are taking a little bit of a time. And the moment we say we stop the growth, I'm sure that we will be able to achieve that numbers. But I feel that, you know, both those things, the growth also is very important to us and our bottom lines are also very, very important to us. So now we are playing it very, very safe, ensuring that the growth is also there and the bottom line is also maintained very well. So I'm sure that, you know, in the days to come, in the couple of years, in the next one, two years before 2028, I cannot guarantee or assure you of 30%, but we will be trying to get into those numbers as best, as close as possible.
- Shashank Jha:** Yes, sir. Anyways, you are doing great work, sir. Thank you, and hotel service is also very good.
- Ramesh Shiva:** Thank you very much, and it's all your support. Yeah, it's all your support, sir. Thank you so much for your support. Yeah.
- Shashank Jha:** Thank you, sir.
- Vaishnavi Vaity:** Thank you. We'll take a few questions from the chat box. So it's from Mr. Neil Bal. Hi, Mr. Shiva. Congratulations on very good H2 FY27. So this first question is, by when do you expect us to recover the lost margins due to GST hit? I understand it cannot be recovered immediately as it's impossible to raise room rates by a lot, but can we expect in next two years the old margins will be recovered?
- Ramesh Shiva:** I'm sure, yes, we can do that. We have started taking steps of getting that, you know, recovering the GST impact of it. It's been a quite big one for us, it's a big blow for us, but we didn't want to show that, you know, how much of an effect it was. But yes, we are all affected now. We have started taking the necessary steps into it And I would also like to emphasise that we cannot revise the rates of the hotels by 15, 20% initially immediately, but it will take some time for us to do it. Gradually, step by step, we have to do that. When we start increasing the rate, then the, you know, some amenities also has to be extended to the guests. We just cannot keep increasing the rate without any add-ons. So we also have to look into it. Then I'll have to see what the cost is involved in it. So we have a lot of things into this case which can do it. So we must do, we are doing a case study into it. We have a strong team of management along with me who are

supporting me in getting things done. But yes, next two years, we are sure that we, next year itself, you can see a very big change into it in next one or two years, I'm sure we'll work on this.

Vaishnavi Vaity: Okay, and how do you expect overall occupancy rates to pan out in FY27 on consolidated basis versus what it was in FY26?

Ramesh Shiva: Yeah, when you see what was added in FY 25, you are what you are seeing it in FY 26, the same percentage we will try to maintain it in FY 27 and 28.

Vaishnavi Vaity: Okay, we'll move forward to the next question. Congrats, sir, on good set of numbers. My question is, how much EBITDA margins are we targeting? Are all three businesses verticals, existing hotels in FY27 and in FY28? When do you think the EBITDA margins will stabilise for leisure and spiritual hotels?

Ramesh Shiva: Okay, as I have clearly mentioned you, because this answer earlier, so the spiritual and the leisure will take some time, but gradually it takes some time because, you know, we have we have to go stronger into it. We are marketing a product much more stronger into it. We are trying to penetrate the market very strongly. So yes, it might take a little bit of a time. But once it stabilizes, the profitability will be very good and the margins will start stabilising into it as we start maturing and as we start penetrating into these market into these segments. Corporates, we are very, very strong on. We have a very good bottom line. So the mature properties for the leisure and pilgrimage will take approximately 6 to 7 months or maximum 8 months to stabilise after we open it. Whereas the Corporate segment, we try to stabilise it in the first, 3rd to 4th month, we try to start getting into a break even and start doing profits into it. So that's a time frame we require. Thank you.

Vaishnavi Vaity: Next question is from Mr. Vibhor. Receivables are coming from corporate hotels. Normally, how long we take to recover?

Ramesh Shiva: I'll give it to CFO to handle it.

Satish Agrahar: The average collection period would be around 25 to 30 days on an average. Am I audible? Yeah, as I mentioned, the average collection figure overall, all the company total put together would be around 25 to 30 days of credit.

Vaishnavi Vaity: Okay, and what's the peak revenue we can generate from US?

Ramesh Shiva: US market, as I've told you, we have given you the numbers, what we have done in the month of March and February, that's been already published. Based on that, I think your number will be good. I think in the next four months, next 120 days, you can see the numbers published there. I cannot comment on what we are going to do. But it's going to be an interesting and a good number to look at. And I'm sure that we all feel proud that we have taken the right decision at the right time.

- Vaishnavi Vaity:** And also, can you please comment on the geopolitical impact on Dubai property?
- Ramesh Shiva:** Dubai property is being very much affected as we all know, though one good thing and you know, sometimes you know what we pray, the God always saves at the right time. So though our investments were not there in Dubai, so we have been saved, it is only a franchisee agreement which we have done with the landlord, which we have already disclosed that. The impact has been very severe. Now we don't have any tourists coming down there at this point of a time. And only the locals are travelling there and we have given some type of an accommodation for the locals where they can stay in the weekends and spend their time with their families. And now we are in discussion with the landowners, whether we continue with them as being a franchisor or whether we have to discontinue it. Yes, we might take a call onto it by this month end, but I'm sure Dubai, at this situation, is not very good.
- Vaishnavi Vaity:** Okay, next question is from Mr. Ravi. Hello, sir. Last con call you have mentioned regarding to loyalty programmes to ensure repeat customers. What are your thoughts on that?
- Ramesh Shiva:** Yes. Yeah, we have already started. We are in the final stages of getting that closed. Mostly in the next couple of months, we'll be rolling out our loyalty programs, which we are very, very like how Mr. Ravi is interested. We are also interested and, you know, excited to have that launched at the earliest. My team, along with Mr. Abhijeet and the sales and the marketing team, are working into it. We wanted to have that launch in the right way and ensure that every of my customers who stay with us are getting benefited. So yes, we will be doing it at a very short time.
- Vaishnavi Vaity:** OK, so we'll just take next question from Mr. Deepak Podar. Mr. Deepak, you can go ahead and ask the question.
- Ramesh Shiva:** Yeah.
- Deepak Podar:** Yeah, am I audible, Sir?
- Ramesh Shiva:** Mr. Deepak, very good afternoon. Very, very clear Sir. Please go ahead.
- Deepak Podar:** Yeah, yeah, a very good afternoon and, and many congratulations for a good set of numbers.
- Ramesh Shiva:** Thank you so much.
- Deepak Podar:** Also just two questions from my side. Now, first up, I mean, given you, you have given a commentary, I mean, in terms of margins that we need to maintain a balance in terms of growth versus growth and investment in CAPEX that we are doing versus, versus the margin improvement. So given this balance, I mean, what sort of sustainable margins in your business we should look because we, we will keep growing and our investment will keep happening in

new hotels, property. So, so what's the balance in terms of sustainable margin one should look at as a balance?

Ramesh Shiva:

Okay. Yeah, we should have this in mind. We should have two segments separated in our hotel total portfolio of the company. One thing should be the matured hotels, and the next one is going to be the new projects that are going to come inside. So the mature hotels, once it stabilizes, we are sure that we should stick on to an EBITDA of what we are delivering right now. Anywhere between 27 to 30% is a good number for us to get it done. So once the matured hotels, now the before what happened, we had 18-19 hotels with us and we used to open 8-9 hotels. So the percentage of the new hotels and the existing hotels would be the almost approximately 50% will be new properties and you know 50% or 70% will be the existing property. But as the day goes on, today we are sitting at a matured hotels or close to 30 hotels which are almost matured. I don't say 30. 28, because Rameshwaram and Gurgaon are just started now. 28 hotels are almost getting into the mature segment, and we are going to have only 8-9 hotels coming up for this year. So when you look at the percentage, the percentage of the new hotels which are going to come up are going to be 20% whereas 20 to 25% the mature hotels are going to be 75 to 80%. So in this scenario, the bottom line starts stabilising very good for us because the matured numbers are matured hotels are more than the new hotels which are going to open. So if I'm able to deliver the 28-30% on the matured hotels going forward, I'm sure that the new hotels will not have a major impact on doing. So that's the scenario and that's the plan what we have in our minds, Sir.

Deepak Podar:

Okay, okay, okay. I, I got it. Understood. And in terms of your, the keys addition, if in FY26, can you share what, how much keys we added and 1200 keys we are planning to add in next two years? So it will be equal on FY27 and 28?

Ramesh Shiva:

Yeah, yeah. As, as of now, we have signed the MOUs. We already signed and paid some advances to all the landowners. We are having approximately 600 keys which have, we have signed for this year. So which where we will sit in the FY27 with close to around about 2,400 and odd keys. And that's for the year which we have signed already and which we are going to implement and start operating it in the next 5-6 months' time. And the next year, we are looking out for good properties, but we are not, you know, going to expand as rapid as what we used to do before. We are going to be a little slow. We are going to see the timings. We are going to see the seasonality. We are going to see the actual places where we really want to get grown into. And based on that, we are looking at another 500 to 600 keys for the next year, that is in 27-28. So added together, we should be touching around about to 3000 keys.

Deepak Podar:

Okay, and how much was added in FY26?

Ramesh Shiva:

26 right now we are adding 600 keys for this year, Sir.

Deepak Podar:

FY26 last year, last year, FY26 how much?

- Ramesh Shiva:** Last year we had added around about close to 400, 450 to 500 keys.
- Deepak Podar:** 400 to 500. Okay, okay, I think that would be it from my side. I wish you all the very best. Thank you so much.
- Ramesh Shiva:** Thank you. Thank you so much for joining in.
- Vaishnavi Vaity:** We'll take next question from Mr. Shubham Gupta. Mr. Shubham, you can go ahead and ask the question.
- Shubham Gupta:** Actually, my question was answered in the chat box.
- Vaishnavi Vaity:** Okay, thank you.
- Ramesh Shiva:** Okay.
- Shubham Gupta:** Thank you.
- Ramesh Shiva:** Thank you, thank you, Mr Shubham.
- Vaishnavi Vaity:** Next question is from Mithilesh Shahani. Mithilesh, you can go ahead and ask the question.
- Mithilesh Shahani:** Hi, good afternoon, Mr. Shiva. How are you?
- Ramesh Shiva:** Mr Mithilesh, Great, great, great to hear your voice. Thank you so much for joining the call. It's a great pleasure speaking to you in the morning. \
- Mithilesh Shahani:** Thank you, thank you so much and congratulations to you and the entire team of GCH on a great set of numbers.
- Ramesh Shiva:** Thank you so much.
- Mithilesh Shahani:** So, I think a light of a lot of milestones were achieved and indeed a, a year full of exciting opportunities ahead. What, what do you see is the impact of this geopolitics and work from home statement from Mr. Modi and especially the impact on our corporate hotels? Are you seeing some, some, some changes in terms of people working from home in Bangalore or other metro cities?
- Ramesh Shiva:** I don't say, I don't think there has been a major impact. Yes, but minor impacts have been there. And particularly in the month of April, May. April month, we had felt that we had an occupancy which was dropped by, dropped by 4 to 5%. But I would say that, you know, I don't want to take

Grand Continent Hotels Limited
May 25, 2026

that fully because of this geopolitical situation. That's also because of, I would like to say, because of the temperature, because of the heat, which is there, you know, which is at its peak in India at this point of time. There has been a lesser, you know, travels. But when I compare ourselves with FY25 April and FY26 April,

We have almost done around about 30% more than what we have done in FY26, FY in the year 25 April and 26 April. There has been an increase of 25% on the entire revenue and the occupancy. It is also because of the number of hotels we have opened and also the number of keys what we have. But I don't think there has been any major impact of it. Work from home, yes, it has been there. But a lot of people, I would say that, you know, they in Bangalore, they are working from our hotels also. They come, they take a long-term room from us for 15-20 days and they work from here also. But that impact has not been so severe as on date. And we seeing in the news that there is going to be an end to the geopolitical situation very soon. I'm sure we will not have that type of an impact. I thank the government of India that they have taken the necessary steps that the internal tourism is not affected because you know that's, that's a special word of thanks I would put it on to the government for safeguarding us very well. And you know, today we don't have a much of effect because of this. I'm not sure about the five-star hotels where they have foreign travellers coming down and staying with them, whether they had an impact, but hotels like us, budgeted hotels like us have not got a major impact. It has been a slight sluggishness because of various reasons, but I would not put the entire blame on the geopolitical situation. May seems to be better. June seems to be much better because we have a lot of inquiries and other things have started lining up. I'm sure I don't think we'll have major impact because of this, Mithilesh.

Mithilesh Shahani:

Okay, that's, that's, that's very reassuring and, and, and good to know. Just one request as we move ahead, I think you've already clarified that all our, you know, actions which we are seeing on the ground are in line with our intentions and the strategic intent with which we had entered the US market. So what would be good is this slide number 30, which is a very informative slide on the, you know, occupancy and the maturity of the hotels, the same thing which we can do for the other international properties also. So that there is a good clarity on the India versus the international business. And I think you, you and the team are going well. So for the next two to three years, our objective should be occupancy rate and PAT margins, Mr. Shiva.

Ramesh Shiva:

Yeah, right. You're right, Mr. Mithilesh. That's, that's our core thing which we are concentrating on like what I have briefed you before, how much we are concentrating on the growth of the company. We are concentrating double on the bottom line now. That's the baseline which we are looking at to strengthen it and give better numbers, which you should have seen. The numbers of people who have congratulated me on doing the heads to very well, we could have done it much better if I, if I didn't have that input GST impact on us, but I'm sure we are working towards, you know, over crossing that also, the hurdle which we are having it right now. I'm giving better and colourful numbers in the years to come.

- Mithilesh Shahani:** Excellent. I wish you and your team all the very best. Blessings. Thank you.
- Ramesh Shiva:** Thank you so much. Thank you. Thank you for your support, Mr. Mithilesh.
- Mithilesh Shahani:** Thank you.
- Vaishnavi Vaity:** Thank you, Mithilesh sir. We'll take the next question from Ms. Mahak Jain. Ms. Mahak, you can go ahead and ask the question.
- Mahak Jain:** Hello, sir. First of all, congratulations for the good set of numbers.
- Ramesh Shiva:** Thank you so much.
- Mahak Jain:** So my first question is regarding that due to geopolitical tensions, there have been various problems that would have been faced from the Dubai side. And I just wanted you to spread some light on the MOU that has been mutually cancelled with Reya Creek Hotels that the company has filed on 19th March. Could you please spread some of the light on that particular cancellation?
- Ramesh Shiva:** Yeah. Okay, fine. Now we, that was a 122-room hotel, which is in the heart of Dubai, which is in which is in Deira City Centre, which is very close to the Deira City Centre. The owners were very much interested in joining with us and then opening up the hotel for them. Though these, the owners were not hotel expertise, they wanted us to come down because those people had stayed with us in one of our properties in India and they liked the way we manage and operate the property. So they had reached out to us and asking us to take over the property also. Then we went, we had an initial MOU signed and then we wanted to go live from, you know, by March or April of this year, the operations. But with the geopolitical situation coming up across and all those things, then we said that it is not the right time to get into it. And we are not very, very clear or particular in investing any money as of now overseas and particularly in any of these Gulf areas because of the geopolitical situation. So we had to, we had requested them as we can opt out of it. And they were also ready to opt out of it.
- Mahak Jain:** Okay, sir. So my next question is regarding that we have, we said that due to the GST impact, we are not going to like increase mode from our lease agreements, rather we are going to shift to the revenue sharing the management model. So have we signed any sort of management contracts or the revenue sharing contracts and how we are seeing from the stability side from such models?
- Ramesh Shiva:** Yeah, in, as of now, we have not signed any revenue share model right now. We have just got certain documentation done by our auditors and by our legal team. We are looking at them and then talking around whether there could be any impact for us. So revenue share is nothing. On

the top line of the revenue, we give the landowners a certain amount of a percentage in stuff and lease rental. The percentage depends upon from hotels to hotels and depending upon the locations, then we can give them a number saying that we can now our rentals are working up to around about 25 to 30% is what our rental percentages are. So instead of giving them a fixed lease rental, if I could give them a 25 to 30% on the top line and everything else, we take it back. So that will exclude and benefit of GST for us, that will have a bigger benefit for us. So we are trying to work on it, but we are expecting a better clarity on it from our legal heads and from the auditors. Once we get into it, then we will start looking into it.

Mahak Jain: And so what kind of the impacts if that particular model is implemented within the operational framework? What kind of impact are we seeing on the margins in the coming future?

Ramesh Shiva: See, the coming future it will be good because that we are going to get over the 18% GST, the impact of it with the GST impact will reduce minimize. But I would also emphasise one more thing here. Revenue share model will not be accepted by all the landowners because they would like to, they are giving the property on a lease only because they wanted a fixed revenue. So getting them, convincing them across all this impact, we will know once we start implementing that, and probably once we have a couple of hotels under revenue share, then we'll have a better idea onto it and give you a better idea and a better explanation on this.

Mahak Jain: Okay, so, so one last question regarding, sir, except USA and except Dubai in the Middle East, so are we, do we have any plans to foray to some of the new topographies or geographies?

Ramesh Shiva: No, right now, no. Our main concentration and only concentration is going to be only in India. We are going to develop hotels in India. We are not looking at any other destinations as of now. And even in US, though the hotels are doing extremely well, we are not going to expand there as of now. We are going to study, we are going to have a look of the first six months revenue and operational and the profitability of it. Based on it, we will look into it. But as of now, our concentration and everything is going to be an operating 3,000 keys within India in the next 24 months.

Mahak Jain: Okay, sir. Thank you so much.

Vaishnavi Vaity: Thank you. So, there's an appreciation comment in the chat box from Miss Aarti. Just wanted to appreciate the PR. The content is well structured, informative, and effectively highlights the company's performance, achievements, and growth initiatives compared to the previous half year releases.

Ramesh Shiva: Thank you. Thank you.

Vaishnavi Vaity: We'll take next question from Mr. Amit Vora. Mr. Amit, you can go ahead and ask the question.

Amit Vora: Hello, good afternoon. Am I audible?

Ramesh Shiva: Yeah, very clear. Good afternoon to you, Mr. Amit. How are you?

Amit Vora: I'm very fine, Sir. Sir, first of all I am very much excited about our hotel as a customer, as a, as a shareholder. First as a customer because I have been using your, our hotels, in fact, at Goa, at Dwarka, and I like to highlight about Dwarka. Dwarka is not only a pilgrimage place, but if you go, our hotel is very close to the beach in Dwarka. When you go there, there are seagulls there, there are big turtles there. You can sit around in the beach. It is a beautiful beach, so you'll feel like you are in Australia or US.

Ramesh Shiva: You're right sir, you're right sir, you're right. Thank you.

Amit Vora: Now coming to the questions, Sir, not wasting much of your time. Sir, about the US hotels, what are the lease economics, percentage? Is it fixed? Is it a revenue link?

Ramesh Shiva; It's the same. See, one thing I would like to highlight this, you know, on the US part of it. Why did we enter US is because we had an opportunity we got in US with, you know, the same investments of like how we do per room in India. We got the same thing. For example, we have opened up with close to around about 367 keys in US and we have spent close to roundabout less than 6 lakhs per key. Whereas today in India, we are spending to open up a hotel with 7 lakhs a key. There we have spent a little lesser than that at 6 lakhs a key and we had a great opportunity coming at that time. So we thought let's maximum utilise it and then we went and signed ahead with that. As far as the hotels there, it was all operational hotels. We didn't have to invest much into it. As far as your CapEx is concerned, we just had, you know, a total investment of 1.8 million there, US dollars, out of which 1.3 million USD is a refundable security deposit. So our exposure there was very, very minimal but the opportunity there was very big for us. And you know, that gave us a very strong goal for us as a company, a small company in India, a hotel company which is established now is having hotels in the US. That has given me a strength, which is not only, you see, that's a dual strength for me. One, we are having Grand Continent as a brand is having hotels now in the US, but the other biggest strength is when new players come down or when people come down to approach a new property, when they see our portfolio and when they see a mixture of hotels in India, as well as in US and other places, they feel that it's an international brand. And then they are comparing us with bigger brands like, we can name a few properties like Courtyard by Marriott or any other properties like that. They feel that Grand Continental is also to that level. So getting good hotels also is now getting easier for me because you know of our brand image, what we have created in the market. So now it's not so easy to get hotels because every time we go and approach, there are a lot of bigger players coming down and approaching the same property. We are trying to break it and get those properties only because we have also created a good image in the market that India has, that the Grand Continent has got hotels all over India, as well as they have an international exposure.

- Amit Vora:** Got it, sir. Got it. Got your idea. Sir, any idea what could be the occupancy in US by next this by FY27 roughly?
- Ramesh Shiva:** Sir, if we can, we can anywhere look anywhere between 65, 60 to 65%, Sir. 65% year to date.
- Amit Vora:** Yeah, and the lease rental would be around 25 to 27% as in India.
- Ramesh Shiva:** Yeah, that's the same. That's the same. Whatever you're looking at India, it will be 25 to 27% will be there. We have calculated that. We have, that's the same formula. The formula very, very clear. The day I started the business in 2011, the same is continuing today and that will be the continued, that will be the same formula. I'm going to use it forever. It will not exceed anywhere between 27 to 28%.
- Amit Vora:** We trust you for that, Sir. Sir, my last question would be just a second there. Yeah, so that's all, that's all, Sir, and I would also like to thank Uma. She's been always very helpful. Miss Uma Jhavar.
- Ramesh Shiva:** Yeah, Uma, she is our Company Secretary and she is also on the call listening to what you are saying. Anyway, I will also pass on your message to her, sir. Thank you so much.
- Amit Vora:** Thank you so much, sir. I wish you all the best.
- Ramesh Shiv:** Thank you, sir. Thank you for your support.
- Vaishnavi Vaity:** Thank you. Next question is from Mr. Tarang Patel. Mr. Tarang, you can go ahead and ask.
- Ramesh Shiva:** Actually, one one minute, Miss Vaishnavi, just a 10 second break, please, because they are changing the battery in the camera, just just a 10 minute, 10 seconds.
- Vaishnavi Vaity:** Sure, sir, no worries. Participants, the management will be back shortly. Thank you.
- Ramesh Shiva:** Yes, we are back.
- Vaishnavi Vaity:** Okay, Mr. Tarang, you can go ahead. Mr. Tarang, are you there?
- Tarang Patel:** I think I was on mute. Can you hear me now?
- Ramesh Shiva:** Yeah, I can hear you pretty clearly. Good afternoon, Mr. Tarang. Please go ahead.
- Tarang Patel:** Sure, Ok. Good afternoon and thank you for the opportunity. I just have a couple questions and it's, it's on our cash flow statement or balance sheet. So as we...
- Ramesh Shiva** I will handover to CFO

- Tarang Patel:** Yeah, so, so as we can see, we have around negative 18 crores of cash flows from operation in FY26 in our consolidated statement. And, and, if, if I can say it like the majority is, is it from the other non-current assets, which is like negative of 32 crores?
And if I recall, and if I understand correctly, this largely these are the refundable security deposits that we have for all of our hotels. Yeah, so I just want to know the breakup. Is this, is this all 32.54 crores, which is the exact like the outflow for other non-current asset? Is it all the refundable security deposit or is there anything else to it as well?
- Satish Agrahar:** Majorly that way, if you see the schedule in the balance sheets, non-current assets, it represents that only, security deposits.
- Tarang Patel:** Okay, got it. So all, so currently in the balance sheet we have around 52 crores of that and that's okay. Okay, got it. Okay, thank you so much. I think that that's it from my side.
- Satish Agrahar:** Thank you.
- Vaishnavi Vaity:** Thank you. Next question is from Mr. Nitin Gupta. Mr. Nitin, you can go ahead with your questions.
- Nitin Gupta:** Am I audible?
- Ramesh Shiva:** Yeah, very clear, sir. Good afternoon to you, sir.
- Nitin Gupta:** Good afternoon. I would like to congratulate on the wonderful set of results. I've been a shareholder of Grand Continental and I would like to, I'm very happy with the results. I just have one question with respect to the spiritual category of hotels. It's like we are having 80% plus occupancy, but still our margins are in single digits. So is there any specific strategy around that or for gaining market share or...?
- Ramesh Shiva:** No. See, market share is not in our hands. We are trying to give the best of the numbers what we have with us in the hands. As far as their occupancies and other things are concerned, we concentrate on the ensuring that we have a year-to-date occupancy we maintain at 70-72%. And then we also ensure that we have a good bottom line average room rent of round about 4000 to now we are trying to scale it up by another 5- 10% this year so that, you know, the margins will be much stronger. So once our bottom line becomes stronger and our results are much stronger, automatically, all the other places, including a market share, everything will raise automatically. These are all linked to each other. So we are putting in all our efforts now to ensure that we cover up these couple of things which we are supposed to do right now. And if we are able to rightly justify it and do it at the right time, I'm sure that things will go into the right place and we'll have the numbers of what you expect, sir.

Nitin Gupta: So ideally, like we have been, I think multiple times spoken on like maintaining around 25% or in that range, the margin. So maybe going forward a year or so, this category will also be touching, should be touching around that level?

Ramesh Shiva: Yeah, I think, yeah, that's it, that's what we are aiming at. We are looking at that numbers. What we are talking is what we have in our mind to aim at. In the days to come, yes, unit level will be sitting at that level of what we are talking about.

Nitin Gupta: Okay, I'm not sure if it will be possible for you for sharing the information with regard to the business segment category hotels. So, with respect to this category of hotels, so, so, what, what are the unit economics like? We must be having collaborations with the different companies and providing them the rooms. So how does it happen? Like we are having dedicated rooms for them or there is a monthly fixed rental kind of a thing. Will you be able to elaborate on that?

Ramesh Shiva: Yeah, I, I just. I put it on to my COO to answer this question, please.

Nitin Gupta: Okay.

Abhijeet Shrivastava: Good afternoon, Mr. Gupta. So with the corporates, we do have tie-ups and the tie-ups happen locally from the market where the hotels are present and also from the key cities of NCR, Mumbai, apart from Bangalore, Chennai and all that. And also these are not fixed allocations. These are need based. So there is a, before tying up for a rate, there is a discussion which happens and then the rates are closed in order to facilitate the room requirements going forward. And the rate revisions for these accounts typically happen every year.

Nitin Gupta: Okay, so basically, roughly we can say that these are kind of recurring revenue, in a way we can say that? Because year-on-year it should be basically because we are increasing the keys. So once the agreement has been made so minimum 1 year or I think maybe more than a year the, the it will be, we'll be having the visibility. So, we can, can we safely say that it we can relate it to them?

Abhijeet Shrivastava: So see, these tie-ups happen as and when we open new hotel. It is not only the rate tie-ups with them, they also have to physically verify the hotel. So their team, audit team comes to the hotel, verifies the hotels, and then they start using it.

Ramesh Shiva: So to have a better and clarity on that question what you asked, when we have a tie up done, we now we have started doing a pan India tie up. Pan India tie up, for example, bigger companies, we have started doing this pan India tie up. So when we tie up, we give a rate to them for all the places and depending upon the locations, we give them a different rates and different ARR's. So we put them across in a record and give it to them and we also talk to them about the upcoming properties which we are going to open for this financial year. So what they do, they plan the,

they have a look at these locations, they send their audit team and their security team to have a look at this place, verify everything. And once we are enrolled into those companies, then automatically they start giving us a business. It's immaterial whether we are, for example, for me, the location of Gurgaon, which is good for me, Gurgaon is connected with Hyderabad market. Hyderabad market is connected with Bangalore market, Bangalore is connected with the Chennai market. So all now, if I have a hotel in Pune, so all these IT corridors, so these are something where one company, if I tie up a pan India, this business is distributed amongst all these locations. So we do a pan India tie up and we give them a very good rate. Though they don't commit on the number of room nights what they give it to us, they will ensure that, you know, they give us the amount of room nights what they guarantee is and they will give it to us. Nothing in writing, but the volume will be very good. Depending upon the volume is what the rates we commit upon to those.

Nitin Gupta: Okay, okay. Got it. That should be all for my side. Thank you, sir. Thank you.

Ramesh Shiva: Thank you, thank you, thank you.

Vaishnavi Vaity: Thank you. Sir, we'll continue for few questions from the chat box. So it's from Mr. Vishvender Singh. Congrats, sir, on a good set of numbers. My questions are, how much keys in the company, is the company targeting for FY27 to end with, and what is the expected growth in revenue per available room for FY27 and FY28?

Ramesh Shiva: So, I have already told you that whatever we have signed and we have already put it across, but we have already given this MOUs to the NSE, which has already been published. It's close to 600 keys, which we have planned right now for this year, 2027. And 26-27. 27-28, we have not started signing up any agreements. We have just on the verge of looking and identifying properties right now. We are not going full throttle on what we are going to do for 27-28. Our concern is not only on opening up properties. Now, today, we are focusing on the bottom line, which I'm trying to emphasise on every single call whom I'm speaking with. So based on these two things, we will not be able to commit what numbers we can give you in 27-28, but the number of keys which has already been signed for this year is round about 606 keys or 600 keys, and we will be sitting with close to round about 2400 and odd keys for this FY2027 March. So that's the numbers we are looking at.

Vaishnavi Vaity: Okay, and his second question is on tax rate. The tax rate has been uneven for last two years and H2 FY26 also. So what will be the effective tax rate for the company going ahead?

Satish Agragar: That would depend on the statute as of now, it's 25%. It will depend on the statute in the coming income tax laws.

Vaishnavi Vaity: Ok. Next question is from Mr. Santosh. A lot of Indians travel Europe. Any plan to explore that market?

- Ramesh Shiva:** I'm sorry, can you come back with the question again? You're not, you're not audible.
- Vaishnavi Vaity:** A lot of Indians travel Europe. Any plan to explore that market?
- Ramesh Shiva:** No, as of now, I have clearly mentioned to you our concentration for the next two years, 27-28 will be only in India. Prioritise and we'll stabilise the business in India, which is our 4th business year. Yes, as of now, Europe and other parts of the countries, we are not looking at any properties right now, but if any good opportunities comes across in US where we have already stabilized, we might look into a few properties, not this year, probably the next coming year after seeing the results of this particular 26-27. But as of now, our concentration and core business is what we are going to concentrate on.
- Vaishnavi Vaity:** Okay. Mr. Siddhant Modi has a few set of questions. So first of all, congratulations for good numbers. Correct, correct me if I'm wrong, as it is guided for around 3,000 to 3,500 keys by FY28, while the current portfolio is around 1,850 plus keys. Can you please provide a year-wise bridge from current keys to 3,000 keys? Specifically, how many keys are expected to go live in FY27 versus 28 and how much of this pipeline is already signed through these franchise or management contracts.
- Ramesh Shiva:** I've already explained that to you. 27, we are opening up at 600 keys. That is already signed and all these MOUs are being given and published in the NSE. And as far as the next year is concerned, we haven't signed the number of keys, but right now, once you add the 600 for this, we will be sitting at 2,450 keys as of March 2027. 27 to 28, we are looking up adding another 500 to 600 keys, but all those hotels will be taken and scrutinised only based on the profitability and the locations of those properties. So we are not in, we are not in a, in a speed up mode to just keep signing hotels. We are very, very, we have become very, we already are choosy, but now we have become more choosier on selecting the property locations and the feasibility and all the other things. Now we have a separate team also within our company where they are doing an internal, you know, clear study about the, the requirements of hotels in certain locations, areas and other things because we are now getting exposed to different places and different parts of the cities in India. So we would like to go in for a detailed study before we sign up any properties. So that might take some time. But as of now, we will have 2,400 and odd keys, 2,450 keys by FY2027 March. And for 28 March, we are looking up signing good properties, good locations, and if this comes within our budget and portfolio, yes, we will do it. We are looking up, adding another 500-600 keys, totalling it up to 3000 plus.
- Vaishnavi Vaity:** Okay, and following from that expansion plan, as these new keys come on stream, how should investors think about the margin trajectory? Can you split expected FY27 margins between mature hotels and newly opened hotels? And also quantify the typical pre-opening cost per room, lease cost as percentage of revenue and time required for a new Hotel to reach mature EBITDA margins.

Ramesh Shiva: Okay, I have explained that very clearly to you. I will not be able to give you any futuristic numbers, but the EBITA numbers for the year 2000 for the mature properties will always stay in the same place of what the numbers are as on today. What you can see in the numbers mature hotels are doing some are about 28%, right? So that will sit into the same numbers above period, whereas the new properties, as I've explained, corporate hotels will deliver results faster, pilgrimage and leisure hotels will deliver results later. That's the first question to answer with. What was the second question, Vaishnavi?

What is the next question, the part B of the same question?

Vaishnavi Vaity: Just a second, Sir. Can you split the expected FY27 margins between mature hotels and newly opened hotels?

Ramesh Shiva: Yeah, that's, yeah, that's one. The second thing is, you're looking at the CapEx pre-opening cost. We have always stayed in the budget of somewhere around about 6 to 7 lakhs per room key. That will be the pre-opening cost for us. Though the cost has shot up high and, you know, things have gone up very high on the cost part of it. There is an increase, 6 to 7 lakhs is what our target was. Now it is lingering around between 7 to 8 lakhs. We are trying it to reduce it that also to 7 to 7.5 lakhs per room key. That's what our target is all about. But with the cost and inflation going high, we are finding it difficult to restrict it, but to a maximum extent, we are getting it done. So we will be, you know, moving around in the same numbers, there will not be much of difference into it, and the last one is...As time required, as I have told you, was around about once we sign the MOU, it all depends if I'm taking a greenfield project, then it might take a longer time. But today what we are trying to do is we are trying to take the structure completed properties and from the time we sign, we will take around about six months to start opening the properties.

Vaishnavi Vaity: Thank you, sir. I guess we have covered majority of the questions for today's investor call. So I thank you. Thank all the participants for being present. Thank you, Shiva Sir. Thank you, Abhijeet Sir, and thank you, Satish Sir.

Ramesh Shiva: Thank you.

Abhijeet Shrivastava: Thank you.

Satish Agrahar: Thank you.

Ramesh Shiva: Thank you all. Thank you. Thank you everyone, Vaishnavi. I would like to thank all the people who have joined the call and I would like to put in a special word of thanks to all my investors who had had the confidence and support, who have supported me to what I am today. I am grateful to them. I will ensure that we live up to the standards and deliver the results of what they're expecting. A word from my COO for the word of thanks.

Abhijeet Shrivastava: As we enter into the next financial year, I'd like to thank to everybody for keeping the trust on and I'm sure the way the company is growing, it will continue to grow based on your support. Thank you so much. Have a good day.

Ramesh Shiva: Thank you, everyone.

Satish Agrahar: Thank you.

Vaishnavi Vaity: Participants, if you have any further questions, you can write to us at info@akmiladvisors.com. Thank you.

Ramesh Shiva: Thank you, everyone. Thank you.